



DEPARTMENT OF THE NAVY
ENGINEERING FIELD ACTIVITY MEDITERRANEAN
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Subj: STANDARD ORGANIZATION AND REGULATIONS MANUAL

Encl: (1) Standard Organization and Regulations Manual (SORM)
(2) ENGFLDACT MED Integrated Product Team Operations Manual

1. Purpose. To publish the complete revision to the Standard Organization and Regulations Manual for Engineering Field Activity, Mediterranean.

2. Cancellation. ENGFLDACTMEDINST 5400.1B

3. Scope. This manual, enclosure (1), is the official compilation of mission, organizational, and functional statements depicting the structure of Engineering Field Activity, Mediterranean (ENGFLDACT MED).

4. Applicability

a. This instruction applies to all personnel assigned to headquarters and field offices.

b. Enclosure (1) is the formal assignment of responsibility and delegation of authority by the Commanding Officer to key subordinates of the command. These guides shall not be construed as restricting the initiative or discouraging the resourcefulness of individuals.

c. Enclosure (2) identifies procedures/processes specific to the operation of our Integrated Product Teams.

5. Action

a. All personnel assigned shall:

(1) Follow the policies and general guidance of this instruction as it pertains to functions, duties, responsibilities, and organizational relationships.

(2) Adhere to the regulations prescribed herein.

b. The responsible Department Head, Product Line Coordinator, Special Assistant, or senior officer assigned to a field office shall ensure that applicable portions of this instruction are read by subordinate personnel immediately after they report to Engineering Field Activity, Mediterranean.

c. No changes will be made to this instruction without prior approval of the Commanding Officer. All change requests shall be submitted via the Resource Management Officer and Executive Officer.


D.Y. VAN HUTTEN

Distribution:
ENGFLDACTMEDINST 5000.1A, Article 5215

ENGFLDACTMEDINST 5400.1C
4 JAN 02

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TABLE OF CONTENTS

<u>Article</u>	<u>Page</u>
CHAPTER 1 - MISSION AND FUNCTIONS	
101 Mission	1-1
102 Functions	1-1
103 Geographical Area of Responsibility	1-1
104 Additional Duty Assignments	1-1
105 DOD Construction Agent Responsibilities	1-1
CHAPTER 2 - ORGANIZATION	
201 Status and Command Relations	2-1
202 Numerical Designators	2-1
203 Normal Succession	2-2
204 Organizational Structure	2-2
CHAPTER 3 - FUNCTIONAL GUIDES	
300 Introduction	3-1
301 Commanding Officer (Code 00)	3-1
302 Executive Officer (Code 09)	3-1
303 Special Assistants	3-2
Counsel (Code 09C)	3-2
National/Political Advisor (Code 09E)	3-3
Appraiser (Code 09R)	3-2
Mixed Commission Officer (Code 09M)	3-3
304 Operations Officer (OP)	3-4
Contingency Engineering Officer (CE)	3-5
Deputy Operations Officer (OP)	3-5
Claimant Liaison Officer (LO)	3-6
Activity Liaison Officers (LO)	3-6
Bahrain Integrated Product Team (IPT3)	3-7
Europe and N. Africa Integrated Product Team (IPT2)	3-7
Italy Integrated Product Team (IPT1)	3-7
305 Resource Management Officer (RM)	3-7
Administrative Officer (RM1)	3-8
Chief Information Officer (RM2)	3-9
Budget Officer (RM3)	3-9
306 Chief of Contracts Office (AQ)	3-10
307 Design Product Line Coordinator (CI4)	3-11
308 Construction Product Line Coordinator/ROICC OPS (CI5)	3-12
309 Real Estate Product Line Coordinator (RE)	3-13
310 Environmental Product Line Coordinator (EV)	3-14
311 Base Operations Support Product Line Coordinator (BE)	3-14
312 Field Offices	3-15
CHAPTER 4 - GENERAL REGULATIONS	
400 Purpose and Scope	4-1
401 Classified Material	4-1
402 Commitments on behalf of Command	4-1

403	Forms, Records, and Correspondence, Official	4-1
404	Government Property	4-1
405	Information, Divulgence of Official	4-1
406	Keys	4-1
407	Government Telephone Usage	4-2
408	Messages, Release of	4-2
409	Official Mail, Use of	4-2
410	Overseas Tour Length Policy for U. S. Civilian Personnel	4-2
411	Pets	4-3
412	Safety	4-3
413	Sexual Harassment	4-4
414	Signing Official Correspondence	4-4
415	Small Arms, Weapons	4-5
416	Standards of Conduct	4-5
417	Tipping	4-5
418	Tobacco Use Cessation, Prevention, and Education	4-5
419	Travel Charge Cards, Use of	4-5

CHAPTER 1

MISSION AND FUNCTIONS

101 - Mission. To provide customer tailored facilities acquisition and management support to Navy Headquarters and shore activities, NATO/individual Host Nation activities, other services, and Federal agencies and offices within the Area of Responsibility (AOR). To provide command and control of Naval Facilities Engineering Command contract offices in the assigned AOR.

102 - Functions. The major functional areas are summarized as follows:

- a. Client liaison for access to Naval Facilities Engineering Command services
- b. Regional environmental program coordination and support
- c. Regional Public Works management support
- d. In-leasing of real property/real estate
- e. DOD Military Construction (MILCON) Agent
- f. Award and administration of contracts for architect/engineering services, construction, facilities support, and utilities
- g. Host nation interface (for approval of construction projects, facilities acquisition and support).
- h. Project management
- i. Design management
- j. Construction management
- k. Engineering technical support
- l. Energy/Utilities Management Support

The detailed functions and tasks assigned to ENGFLDACT MED are promulgated as Chapter 3 of this instruction.

103 - Geographical AOR. The ENGFLDACT MED AOR includes: Albania, Bulgaria, Romania, and all former Yugoslavian states, Spain, Italy, Greece, Egypt, Portugal (less Azores), United Kingdom, North Africa, Gambia, Southwest Asia and Bahrain.

104 - Additional Duty Assignment. The Commanding Officer, Engineering Field Activity, Mediterranean, is assigned additional duty to Commander Fleet Air Mediterranean (COMFAIRMED), Naples, Italy.

105 - DOD Construction Agent Responsibilities

- a. Regional Responsibilities for Construction/Engineering Management for Algeria, Greece, Guinea, Italy, Libya, Mediterranean Islands, Morocco, Portugal, Spain, Tunisia, and Senegal.
- b. Contingency Contract Construction Agent (CCA) for Bulgaria, Romania, Albania and the former Yugoslav republics, in addition to those countries listed in subparagraph a.

ENGFLDACTMEDINST 5400.1C
4 JAN 02

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CHAPTER 2

ORGANIZATION

201 - Status and Command Relations. Engineering Field Activity, Mediterranean, is a shore activity in an active operating status under a Commanding Officer.

Command and Support

<u>Echelon</u>	<u>Command</u>
2	Commander, Naval Facilities Engineering Command
3	Commander, Atlantic Division, Naval Facilities Engineering Command
4	Commanding Officer, Engineering Field Activity, Mediterranean

Area Coordination

- (1) Area Coordinator - Commander in Chief, U. S. Naval Forces Europe
- (2) Regional Coordinator - Commander, Naval Region Europe

202 - Alpha-Numeric Designators

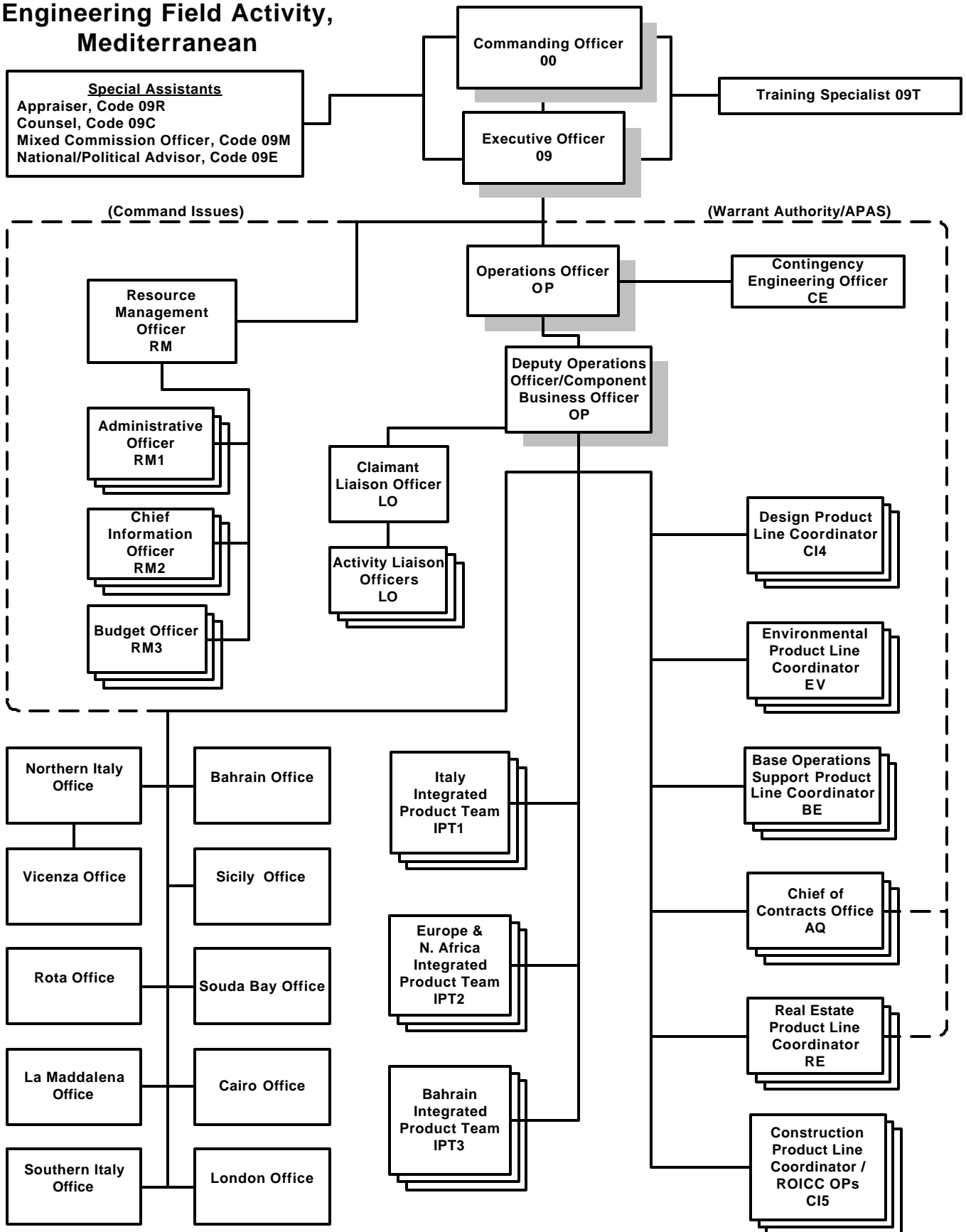
ALPHA-NUMERIC

<u>DESIGNATOR</u>	<u>TITLE</u>
00	Commanding Officer
09	Executive Officer
09C	Counsel
09E	National/Political Advisor
09M	Mixed Commission Officer
09R	Appraiser
OP	Operations Officer
CE	Contingency Engineering Officer
OP	Deputy Operations Officer
LO	Claimant Liaison Officer
LO	Activity Liaison Officers
IPT3	Integrated Product Team Bahrain
IPT2	Integrated Product Team Europe & N. Africa
IPT1	Integrated Product Team Italy
RM	Resource Management Officer
RM1	Administrative Officer
RM2	Chief Information Officer
RM3	Budget Officer
AQ	Chief Of Contracts Office
CI4	Engineering Product Line Coordinator
CI5	Construction Product Line Coordinator/ROICC OPS
RE	Real Estate Product Line Coordinator
EV	Environmental Product Line Coordinator
BE	Base Operations Support Product Line Coordinator

203 - Normal Succession In the absence of the Commanding Officer, normal succession shall be the Executive Officer. In the absence of the Executive Officer, normal succession shall be the Operations Officer, the next senior subordinate officer. Department Heads/Product Line Coordinators shall appoint a relief in their absence.

204 - Organizational Structure. Engineering Field Activity, Mediterranean, is depicted in the following chart:

Engineering Field Activity, Mediterranean



ENGFLDACTMEDINST 5400.1C
4 JAN 02

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CHAPTER 3
FUNCTIONAL GUIDES

300 - Introduction

This directive has been changed to reflect a new Headquarters organization codes system and update/revise our tasking requirements.

301 - Commanding Officer (Code 00)

Basic Function. The Commanding Officer is responsible for management, direction, and overall operation of Engineering Field Activity, Mediterranean, and for special assignments by the Commander, Atlantic Division, Naval Facilities Engineering Command.

Duties, Responsibilities, and Authority. As Head of an Engineering Field Activity (EFA), the Commanding Officer is appointed a Warranted Contracting Officer and has been delegated the same contracting authority as other EFAs, Engineering Field Divisions (EFDs) and independent OICCs, including the authority to appoint subordinate contracting officers at the Field Offices. As the Head of Contracting (ENGFLDACT MED), the Commanding Officer also serves as the Officer in Charge (OIC)/Officer in Charge of Construction (OICC). Provides assistance to activities to ensure efficient and economical performance of public works functions. Responsible for providing training to assigned Reserve Officers of the Naval Reserve Facilities Engineering Program who will ultimately report to ENGFLDACT MED in the event of mobilization. Exercises command and inspects subordinate field contract offices located within the ENGFLDACT MED AOR. Serves as Equal Employment Opportunity (EEO) Officer and is personally responsible for ensuring that Navy EEO policies are vigorously carried out at all organizational levels. Responsible for leadership and morale of officers assigned to the organization. Implements policies in accordance with the provisions of the Freedom of Information and Privacy Acts, and supplemental direction from higher authority.

Organizational Relationships. The Commanding Officer reports to the Commander, Atlantic Division, Naval Facilities Engineering Command. He reports Additional Duty to COMFAIRMED.

302 - Executive Officer (Code 09)

Basic Function. The Executive Officer is responsible for the overall coordination of the organization, including the adoption of systematic procedures to ensure that the specialized technical and professional capabilities of all subordinate staff components are used effectively in the execution of assigned responsibilities.

Duties and Responsibilities. The Executive Officer is the "Deputy" Officer in Charge of Contracts (OICC) and is a Warranted Contracting Officer. The Executive Officer assumes direct coordination and supervision of Chief of Naval Operations (CNO) sponsored military programs to include: Leadership and morale of officers assigned to the organization; the Civil Engineer Corps (CEC) officer input, augmentation, and reserve retention programs on an area-wide basis as sponsored by the Chief of Civil Engineers. The Executive Officer automatically becomes Acting Commanding Officer and Acting Officer in Charge of Contracts in the absence of the Commanding Officer and in this case

shall exercise the full authority of the Commanding Officer, Engineering Field Activity, Mediterranean.

Organizational Relationships. The Executive Officer is responsible directly to the Commanding Officer. All Department Heads/Product Line Coordinators and special assistants report to the Executive Officer for all matters pertaining to the internal administration of the command.

303 - Special Assistants to the Commanding Officer and Executive Officer

a. Appraiser (Code 09R)

(1) Basic Function. The Appraiser acts as a Special Assistant to the Commanding Officer and Executive Officer and prepares Real Estate appraisals to accomplish the valuation of real property.

(2) Duties, Responsibilities, and Authority. The Appraiser is responsible for preparation of appraisal reports, the procurement of contract fee appraisal reports, and the preparation of economic analyses, market surveys, feasibility studies, and special planning valuation reports.

The Appraiser evaluates all types of properties including land, improvements, buildings and utilities for acquisition, disposal, management, exchange of fee estates, leaseholds, surface and subsurface easements, and air rights.

(3) Organizational Relationships. The Special Assistant for Appraiser reports to the Commanding Officer and is administratively assigned to the Executive Officer.

b. Counsel (Code 09C)

(1) Basic Function. Counsel acts as a Special Assistant to the Commanding Officer and Executive Officer and provides legal advice and services in the field of acquisition, real estate, environmental law, ethics, and personnel law.

(2) Duties, Responsibilities, and Authority. Counsel advises the Commanding Officer and Executive Officer on matters relating to the acquisition, management and disposal of real property with special emphasis on taxation, jurisdictional, and environmental problems. Counsel reviews contracts, contract modifications, and real estate legal instruments as to form and legality.

Counsel acts as representation before administrative tribunals as to claims and protests, and provides liaison with other legal offices such as the Department of Justice, the Comptroller General, and the Office of General Council.

Counsel provides legal advice to ensure policies are implemented per the provisions of the Freedom of Information and Privacy Acts, ethics and standards of conduct, and supplemental direction from higher authority. Counsel also provides legal advice regarding the promulgation and implementation of environmental standards.

(3) Organizational Relationships. The Special Assistant for Counsel reports to the Commanding Officer and is administratively assigned to the Executive Officer.

c. Mixed Commission Officer (Code 09M)

(1) Basic Function. The Mixed Commission Officer serves as a Special Assistant to the Commanding Officer in his/her capacity as Deputy Chairman of the Mixed Commission and as Chairman of the U.S. side of the Mixed Commission.

(2) Duties, Responsibilities, and Authority. The Mixed Commission Officer provides day-to-day oversight for the submission, review, approval and execution of U.S. funded infrastructure projects on Ministry of Defense, Italy (MOD IT) land. The office provides this oversight for all U.S. Navy, Army and Air Force Mixed Commission projects. The Mixed Commission Officer reviews project submissions from U.S. installations, forwards them to the Italian Side of the Mixed Commission (ISMC) for approval, liaises with the ISMC and Italian civilian agencies to facilitate project approvals, receives and provides approval documentation to U.S. installations, and participates in the resolution of host nation issues that arise during execution of construction.

The Mixed Commission Officer acts as consultant for questions regarding Mixed Commission procedures and publishes amplifying guidance for use by U.S. installations. The office staff tracks the status of submitted projects, provides updates to installation representatives, coordinates project briefings to the Italian Defense General Staff, and provides Mixed Commission program briefings at conferences.

The Mixed Commission Officer is also responsible for anti-Mafia and bidders list screenings.

The Mixed Commission Officer is knowledgeable of host nation project approval requirements throughout the remainder of the AOR and provides assistance as necessary.

(3) Organizational Relationships. The Mixed Commission Officer reports to the Commanding Officer and is administratively assigned to the Executive Officer.

d. National/Political Advisor (Code 09E)

(1) Basic Function. Serves as the command advisor for the accomplishment of U.S. Facilities construction and/or real estate acquisition programs in the Host Nation. Advises on the current Host Nation political environment at the central and regional government level and on the impact of U.S. planned initiatives on the environment. Serves as Host Nation advisor to the Commanding Officer concerning issues which affect Local National employees.

(2) Duties, Responsibilities, and Authority. The National/Political Advisor provides political and technical advice on projects for operational and support facilities. Advises the Commanding Officer in regards to complexities involving local, regional and national Italian Government policies, laws, business and personnel issues. As a member of the Lease-Construction Team, manages and coordinates the preparation of Requests For

Proposals (RFP); surveys the market to identify potential developers; prepares and reviews real estate, technical and maintenance specifications for inclusion in the RFP; resolves technical compatibility problems between U.S. and Host Nation Building Codes; ascertains Building Permits availability; participates in Selection Boards, negotiations and contract preparation and review; resolves complex and controversial issues with Host Nation Government agencies, contractors and lessors.

(3) Organizational Relationships. The National/Political Advisor reports to the Commanding Officer and is administratively assigned to the Executive Officer.

304 - Operations Officer (OP)

Basic Function. The Operations Officer provides a balanced focus on strategic and tactical issues in the execution of command business. A Military CEC Officer is normally assigned to this position for alignment with other corporate military Operations Officers and to present to our Navy clients (as well as other military services/DOD) a military interface.

Duties, Responsibilities, and Authority. The primary responsibility of the Operations Officer is to prioritize and integrate the command's work to produce quality Products and Services (P&S) on time and within available budget. Directs execution for the current FY across all P&S.

The Operations Officer will have a tactical, day-to-day focus and interface with clients; and for execution of uniquely customized P&S to clients across the AOR working with the Component Business Officer (CBO).

Interprets and disseminates policies, regulations and procedures concerning management, operation and maintenance of Naval facilities in the AOR, including the utilities systems involved.

Sets agenda on how best to support client needs and expectations.

Coordinates assistance given to Business Line managers with the CBO to ensure that production processes effectively use available resources across the organization.

Operations Officer will review/concur in the annual workload development documented and the resource distribution planned and budgeted.

Organizational Relationships. The Operations Officer reports to the Executive Officer.

a. Deputy Operations Officer/Component Business Officer (OP/CBO)

Basic Function. The Deputy Operations Officer assists the Operations Officer in focusing on program execution, execution priorities and the efficient/effective utilization of resources. The Component Business Officer (CBO) emphasizes a business acumen to decision-making while sustaining a strong focus on production support of operations. Senior Civilian normally assigned to the position due to deep knowledge of products and service lines to facilitate integration.

Duties, Responsibilities, and Authority. The Deputy Operations Officer ensures continuity of leadership in the absence of the Operations Officer. Deputy Operations Officer will assist the Operations Officer in recognizing the horizontal span of business operations.

The Deputy Operations Officer is responsible for coordinating prompt delivery of all of the command's products and services to the assigned activities and Resident Officer in Charge of Construction (ROICC) Offices within the region. The Deputy Operations Officer has the responsibility for providing overall managerial direction and guidance for the implementation of the MILCON program.

Provides in-depth reviews of customer-generated engineering service requests or management reviews when needed from technical, contractual, and economic viewpoints.

Coordinates the efforts of organizational elements involved in construction projects from their feasibility stage, through design and finally construction, fit-out, customer turnover, and project closeout.

The CBO is the lead and/or facilitator for long range and multi-year planning; strategic business efforts; strategic marketing; performance measurement; innovation; interdependence; Total Quality Leadership (TQL); integration of business lines; promotion of best business practices (BBP); process improvement for efficiency; and community management program advocate.

The CBO assists the Operations Officer in providing a balanced focus on both strategic and business line objectives and day to day tactical issues in the execution of command business.

Responsible with the budget officer to define workload supported by the Operations Department.

Organizational Relationships. The Deputy Operations Officer reports to the Operations Officer. The Component Business Officer reports to the Executive Officer.

b. Contingency Engineering Officer (CE)

Basic Function. The Contingency Engineering Officer assists the Operations Officer in providing a balanced focus on strategic and tactical issues in the execution of command business. A Military CEC Officer is normally assigned to this position to present to our Navy clients (as well as other military services/DOD) a military interface.

Duties, Responsibilities, and Authority. The primary responsibility of the Contingency Engineering Officer is to manage the administrative/executive efforts and record keeping of the Operations Department.

The Contingency Engineering Officer is responsible for preparation and execution of contingency (military and disaster recovery) plans. Ensures the application and effectiveness of necessary command resources are identified, receiving proper emphasis on planning and training.

Collects and disseminates reports from field offices and supporting agencies. Compiles and prepares reports in support of command mission requirements.

The Contingency Engineering Officer coordinates the delivery of products and services for CINCUSNAVEUR-sponsored and CINCUSEUCOM-sponsored, exercise-related construction/humanitarian civic action projects.

Responsible for providing overall coordinating directions and guidance for the implementation of reserve engineer support throughout the command and field offices.

Coordinates/supports Joint Task Force (JTF) requirements relating to contingency contract planning and execution.

Organizational Relationships. The Contingency Engineering Officer reports to the Operations Officer.

c. Claimant Liaison Officer (LO)

(1) Basic Function. The Claimant Liaison Officer (CLnO) is the command's senior executive representative to higher echelon commands. The CLnO provides professional expertise to higher echelon commands to identify services required and to select and access the best service providers.

(2) Duties, Responsibilities, and Authority. The CLnO is the organizational sponsor for the command's engineering and acquisition expertise and provides the client a single point of accountability for all NAVFACENGCOM business lines, from project development, execution, delivery of products and services, through warranty and maintenance. The CLnO may also assist the client with obtaining services from providers other than NAVFACENGCOM when that provider is considered the best option for the client.

The CLnO is the link between the client and NAVFACENGCOM's expertise in installation engineering and facilities maintenance for both centrally funded and client funded programs. Expert services are provided to higher echelon commands in direct support of management, operation, maintenance of installations and operation of base facilities as seen and managed from a client perspective. The CLnO deals with all of the NAVFACENGCOM product and service providers and represents all NAVFACENGCOM products and services. The CLnO actively participates with the client program directors and supports the long-term management and technical operation of the program.

(3) Organizational Relationships. The Claimant Liaison Officer reports to the Deputy Operations Officer.

d. Activity Liaison Officers (LO)

(1) Basic Function. Activity Liaison Officers (ALnOs) are the command's senior executive representatives to its activity clients. They provide the client a single point of accountability for all NAVFACENGCOM business lines, from project development, execution, delivery of products and services, through warranty and maintenance. The ALnOs may also assist the client with obtaining services from providers other than NAVFACENGCOM when that provider is considered the best option for the client. The ALnOs do not replace or duplicate the Public Works Officer (PWO). The ALnOs facilitate the function of the PWO or other client organizational counterparts.

(2) Duties, Responsibilities, and Authority. The Activity Liaison Officers provide professional expertise to the client activity in the field to identify services required and to select and access the best NAVFACENGCOM service providers. During execution of a project, the ALnOs coordinate between the client and the service provider, monitor the overall progress of each project managed by other vendors, and ensure delivery of the final product to the activity. The ALnOs are expected to identify innovative ways to best service their client and to facilitate the service providers into making continuous improvements to better satisfy the client. The ALnOs are expected to become knowledgeable about the client's mission, facilities, staff, priorities, and operational philosophy in order to perform the liaison function effectively.

(3) Organizational Relationships. The Activity Liaison Officers report to the Claimant Liaison Officer.

e. Operations Officers for Integrated Product Team Bahrain (IPT3), Europe & N. Africa (IPT2), and Italy (IPT1)

(1) Basic Function. Integrated Product Teams (IPTs) are dedicated to delivering high quality products and services in a timely and cost effective manner to our clients. The IPTs accomplish this through frequent communication between the clients and the Activity Liaison Officers (ALnO) and by keeping processes streamlined and current.

(2) Duties, Responsibilities, and Authority

The Operations Officer for the IPT exercises operational control over IPT members and reports directly to the Deputy Operations Officer. The IPT Operations Officer is responsible for the Team performance and expected deliveries through deliberate vertical and horizontal integration of all assigned work production of the IPT. The IPT Operations Officer is expected to positively contribute to balancing resources and workload, assembling acquisition strategy information, monitoring team metrics, applying consistent use of Management Information Systems, and ensuring positive team morale.

Enclosure (2) is the Integrated Product Team Operations Manual. This manual identifies, in detail, the concept of operations for these teams. Team Leaders will become familiar with and be guided by the contents of this manual.

(3) Organizational Relationships. Integrated Product Team Leaders report to the Deputy Operations Officer.

305 - Resource Management Officer (RM)

Basic Function. The Resource Management Officer is a principal staff advisor to the Commanding Officer and the Executive Officer in all matters pertaining to Administration, Budget, and Information Technology.

Duties, Responsibilities, and Authority. Coordinates the development of ENGFLDACT MED corporate level plans, strategies, objectives, policies, and resources. Monitors budget, manpower, administrative, and information systems plans and planning systems throughout the command to assure consistency and compatibility with ENGFLDACT MED corporate and higher

level planning policies and systems. Evaluates the command's productivity effectiveness. Acts as manpower manager for the command, coordinating the development and evaluation of civilian manpower requirements, evaluating requests for manpower, and monitoring established manpower policies. Provides a command focal point and liaison between command clients and LANTNAVFACENGCOM concerning all budget, manpower, administrative, and information systems resource related issues.

Coordinates the preparation of the command's position concerning the planning and programming of resources for command operations involving all headquarters programs as well as field office requirements.

Provides command-wide specialized assistance in organization and management analysis, automatic data processing and telecommunications services, all financial management functions (includes budget and accounting functions), administrative support, and security services.

Provides command coordination in implementing policies per the provisions of the Privacy Act, and Freedom of Information Act as promulgated by higher authority. Acts as the command focal point for coordination of all matters involving the Information Technology Infrastructure, which consists of functional information systems for Navy-wide use and command management information systems.

Organizational Relationships. The Resource Management Officer reports to the Executive Officer for all matters pertaining to the internal administration of the command.

a. Administrative Officer (RM1)

(1) Basic Function. The Administrative Officer provides administrative support services to all members of the Engineering Field Activity, Mediterranean, Headquarters and a limited range of support to its field offices.

(2) Duties, Responsibilities, and Authority. Responsible for initiating and tracking all requests for civilian personnel actions for both Headquarters and field offices to include: recruitment, promotions, civilian incentive awards, personnel appraisals, and position description management. Provides input and maintains the ENGFLDACT MED portion of LANTNAVFACENGCOM's Manpower database. Prepares manpower status reports for transmission to LANTDIV Headquarters.

Provides travel support services for all Headquarters members. These services include: transportation, billeting, preparing message traffic for theater clearance when necessary, and assistance in preparing travel claims. Responsible for administering the Government Issued Travel Credit Card within ENGFLDACT MED.

Responsible for the civilian timekeeping function and the resolution of timekeeping and payroll issues.

Command responsibility for the Physical and Information Security Programs. Acts as the command's purchasing agent.

Provides postal directory, delivery, and collection services of U.S. and guard mail to the command.

Maintains the command central publication library. Screens all correspondence and directives routed to the Commanding Officer and the Executive Officer and initiates administrative action where appropriate. Assists Department Heads/Product Line Coordinators/Special Assistants on matters concerning administrative practices. Maintains the command tickler data base system to ensure timely correspondence, telecommunication, and reporting actions.

Serves as the Command Freedom of Information Act Coordinator.

Responsible for sending, receiving, and disseminating all message traffic for Headquarters.

Provides the interface for all building maintenance matters through the Alenia Building Officer or the U.S. Naval Support Activity, Naples, Public Works Department.

(3) Organizational Relationships. The Administrative Officer reports to the Resource Management Officer.

b. Chief Information Officer (RM2)

(1) Basic Function. The Chief Information Officer serves as the technical authority to the command in the area of Information Resources Management (IRM).

(2) Duties, Responsibilities, and Authority. Executes technical program direction for the command. Governed by the Executive Steering Group's requirements, available resources, goals, and objectives, commits and makes recommendations to command for acceptance and introduction of new Management Information System (MIS) design and development projects in application areas covering various business, logistical, financial, maintenance, and management support systems; computer operations and computer systems and software development.

Provides technical planning and coordination to command components in the formulation of mid- and long-range goals, objectives, and timelines for implementation of new MIS and technology. Plans and advises, the Resource Management Officer on budgetary and equipment requirements, facilities and personnel necessary to implement new systems and technology.

Serves as the command's expert in Information Technology (IT); keeps abreast of the latest advances in industry and other federal agencies and makes recommendations to the Resource Management Officer as to which advances can best be utilized in the command. Provides key leadership in the development of advanced techniques and procedures for accomplishing effective IT system security from a hardware, software, and physical operations perspective. Monitors the total IT Security Program for the command as to technical compliance and effectiveness.

Provides consultation services in the area of IT to command staff and management personnel. Consultation services include preliminary studies to determine feasibility of new/proposed MIS. Resolves customer issues pertaining to Automated Data Processing services.

Oversees the effectiveness of the network, telecommunication systems, application software, computer utilization, and quality of customer support.

(3) Organizational Relationships. The Chief Information Officer reports to the Resource Management Officer.

c. Budget Officer (RM3)

(1) Basic Function. The Budget Officer analyzes current and proposed operating programs to evaluate their actual or potential effectiveness in achieving objectives and performs a variety of accounting and budget analyst duties.

(2) Duties, Responsibilities, and Authority. Develops and formulates the command's budget request for the coming fiscal year.

Advises program managers on the status and availability of funds in different budget accounts and all aspects of the command budget process which apply to their programs.

Monitors the availability and use of funds and conducts detailed analysis to identify, quantify, and evaluate the mutual effects and interrelationships between program goals and accomplishments and financial resources and policies. Accepts funding documents, approves obligation authorities for locally accepted funds, and provides invoice management.

Monitors the use and rate of expenditure of budgeted funds through continuing dialogue with program officials and their staffs, review of written documents, and examination of accounting records.

Prepares a variety of reports covering the status of funds, expenses, and obligations, as required by higher authority.

Determines the propriety and cost effectiveness of funding requests. Reviews budget, and accounting transactions. Analyzes productivity, workload, and program accomplishments. Evaluates the effect of cost and program changes on the budget execution process.

Analyzes program funding estimates to identify deficiencies, excesses, trends, imbalances, etc. to ensure objectives of the annual financial plan are being met on a timely basis and that funds are available and being properly and effectively used to support program goals and objectives per an approved plan.

Compiles, analyzes, and summarizes financial data. Develops detailed estimates and justifications needed for funding to support important programs and projects.

Coordinates, reviews, and prepares actual and projected financial estimates, justifications, and strategies in support of important substantive program goals and objectives. Provides consolidated response with recommendations concerning changes in funding plans which necessitate corresponding program changes of major impact.

(3) Organizational Relationships. The Budget Officer reports to the Resource Management Officer.

306 - Chief of Contracts (AQ)

Basic Function. The Chief of Contracts is the principal staff advisor and authority on contracting matters in the ENGFLDACT MED AOR and is responsible for ensuring overall command mission performance by assuring that acquisition programs are consistent for efficient operations and that guidance is appropriate and followed.

Duties, Responsibilities, and Authority. Appointed as a warranted contracting officer and serves as the Chief of Contracts Office for the ENGFLDACT MED AOR.

Manages the acquisition of construction, repair and alteration projects, professional architect/engineer design and inspection services, environmental services, and facility support services throughout the AOR. Principle consultant on contractual matters and senior contracting approval authority, Source Selection Authority on acquisitions as determined by LANTDIV, and approval official for special determinations, source selection plans, negotiation strategies, and for final decisions on contractor claims and A/E liability issues, including final decisions related to the termination of contracts.

Establishes, communicates, and enforces contracting policy and provides guidance to higher management officials as well as personnel from other commands. Reviews decisions taken by others which have legal or contractual implications, including implications of unique local contracting conditions and procedures and liaises with host nation government agencies and sponsors on contracting matters. Reviews quality of contracting throughout the AOR through management of the Performance Measurement and Assistance Program.

Recommends to the Commanding Officer the appropriate level of contracting authority for field contracting offices and military and civilian contracting officers and delegates administrative contract authority to subordinate supervisors, officers, and field offices. Assists in establishing slate, selection, and negotiation boards for the selection of architect/engineer firms. Appoints Contracting Officer Authorized Representatives and Contracting Officer Technical Representatives. Manages the command's IMPAC Credit Card program and appoints Activity Program Coordinators and authorized cardholders.

Serves as the command's Deputy Competition Advocate with the authority to execute justifications and approvals for other than full and open competition and unusual and compelling urgency on requirements under \$1 million and has delegated authority to ratify unauthorized commitments to \$25,000. Community Manager and Resource Manager for U.S. and Local National contracting personnel throughout the AOR, responsible for determining appropriate staffing levels and staffing mixes, personnel management, training, and career development.

Organizational Relationship. The Chief of Contracts obtains contracting authority from the Commanding Officer, is supervised by the Executive Officer for contractual responsibilities, and operationally supports the Deputy Operations Officer for all matters pertaining to the execution of work. APAS

evaluations are performed by the contractual chain of command, with input from the operational chain of command.

307 - Design Product Line Coordinator (CI4)

Basic Function. The Design Product Line Coordinator provides a variety of services, including design management and facilities management support.

Duties, Responsibilities, and Authority

Performs all actions necessary to synopsise, slate, and select Architect-Engineering firms for all projects for which Design Authority is held. Includes preparation of design contract, government estimate, and supporting documents and scope refinement; managing design contract through completion; and providing technical support to subordinate field offices as required in resolving post construction contract award issues.

Coordinates any actions with impact on lease agreements with the Real Estate Department and providing project specifics to field offices. Performs and provides design and/or technical services as necessary to the Naval Construction Force (NCF), Army, and Air Force component commands within the AOR.

Organizational Relationships. The Design Product Line Coordinator reports to the Component Business Officer.

308 - Construction Product Line Coordinator/ROICC Operations (CI5)

Basic Function. The Construction Product Line Coordinator/ROICC Operations is responsible for effective field management, safety, and quality assurance within the ROICC offices assigned to ENGFLDACT MED. Serves as the command's ROICC Advocate.

Duties, Responsibilities, and Authority

Primary point of contact for field office interests and concerns at the Headquarters level. Serves as the field advocate in creating and implementing command policies.

Serves as the command Safety Coordinator and provides technical and safety training for all field offices, implements NAVFACENGCOM safety initiatives, provides assistance to the field in all safety matters, reports to LANTDIV Headquarters and NAVFACENGCOM on status of safety programs. Provides technical assistance to the field in specific engineering areas including: boilers, generators, elevators, transformers, and Testing and Balancing of Systems (TABS)/Air Condition Automatic Control Test (ACATS).

Provides annual Work In Place (WIP) and staffing data to LANTDIV Headquarters. Allocates personnel and budget resources based on workload projections and provides assistance to the field offices in individual WIP and budget projections. Assists the Administrative Division in all field office personnel issues, except Contract Specialists, including, Performance Appraisal Reviews, development of job descriptions, staffing forecasts, and recruiting and hiring actions.

Supervises the training and development program for construction management engineers and field office personnel.

Coordinator for the Title II Program which contracts for project engineers, schedulers, and construction inspection services.

Assists Field Offices as requested in evaluating A/E liability submittals, requests for information (RFI), and conducting constructability reviews.

Organizational Relationships. The Construction Product Line Coordinator/ROICC Operations reports to the Component Business Officer with direct reporting to the Commanding Officer on all safety matters.

309 - Real Estate Product Line Coordinator (RE)

Basic Function. The Real Estate Product Line Coordinator serves as the technical authority and Program Manager in all matters pertaining to the preparation, execution, and distribution of real estate lease contractual documents.

Duties, Responsibilities, and Authority

Prepares and issues requests for proposals. Prepares justifications for approval of any sole source procurement. Analyzes proposals from a procurement policy and procedures viewpoint and conducts negotiations with responsive proposers. Makes contract awards and notifies unsuccessful proposers. Prepares and effects execution and distribution of modifications to lease contracts, including negotiations for alterations and improvements.

Prepares and issues lease renewal notices.

Prepares and effects execution and distribution of lease terminations.

Negotiates claims for restoration at termination when required.

Participates in technical, selection, and negotiation boards for lease acquisitions.

Makes interpretations of lease contract terms and provisions, and makes recommendations regarding appropriate actions.

Makes recommendations for changes to procurement policies and procedures as required.

Participates in discussions with contractors to clarify contract terms and provisions as related to procurement policies and procedures.

Issues correspondence to the contractor to correct failure in performance of contract obligations and as performance clarifications are required. Effects rental deductions as required.

Recommends to the Commanding Officer the appropriate level of Real Estate Warrants for field lease administration offices and military and civilian real estate contracting officers and delegates administrative lease authority to subordinate supervisors, officers and field offices.

Accepts and approves funding documents.

Maintains proposer mailing lists.

Establishes policies and procedures concerning the administration of ENGFLDACT MED lease contracts by field offices.

Provides direct guidance and assistance to activities to assure consonance with leasing procedures established by NAVFACENGCOM P-73 and LANTNAVFACENGCOMINST 11011.7C.

Monitors the performance of activities' lease administration offices per established policies and procedures by conducting and participating in Acquisition Management Reviews (AMRs). Maintains complete and accurate records of all lease contract actions.

Approves and delegates lease administration authority to field offices.

Organizational Relationships. The Real Estate Product Line Coordinator obtains contracting authority from the Commanding Officer, is supervised by the Executive Officer for real estate contractual responsibilities, and operationally supports the Deputy Operations Officer for all matters pertaining to the execution of work. APAS evaluations are performed by the contractual chain of command, with input from the operational chain of command.

310 - Environmental Product Line Coordinator (EV)

Basic Function. Environmental Product Line Coordinator, serves as the technical authority and Program Manager in the area of environmental protection and waste disposal.

Duties, Responsibilities, and Authority

Coordinates, implements, and monitors the U.S. Navy European Environmental Program per OPNAVINST 5090.1B.

Provides environmental technical assistance to all Navy activities in the AOR in the areas of water supply, wastewater disposal, air pollution control, asbestos control and remediation, solid and infectious waste disposal, hazardous waste disposal and minimization, oily waste, spill prevention and contingency response, and underground storage tank management. Coordinates technical support with LANTNAVFACENGCOM Environmental Quality Division when specific expertise is required and serves as the focal point for all LANTNAVFACENGCOM environmental involvement in the AOR.

Provides support to COMFAIRMED as the Regional Environmental Coordinator per the Memorandum of Understanding for Environmental Support between ENGFLDACT MED and COMFAIRMED. Advises COMFAIRMED on command environmental issues. Assists in the development, execution, monitoring and inspection of the environmental program within the COMFAIRMED AOR. Provides support to CINCUSNAVEUR as the DOD Executive Agent for Environment for Greece, Italy, and Spain. Manages the development and implementation of the U.S. DOD Environmental Final Governing Standards to be issued for all DOD service components in these countries. Develops working relationships with all DOD

components and Host Nation authorities in order to support the DOD Executive Agent.

Provides support to the CINCUSNAVEUR environmental program, including tracking and management of the program budget, development of program policy and guidance, program evaluation, and training coordination.

Organizational Relationships. The Environmental Product Line Coordinator reports to the Component Business Officer.

311 - Base Operations Support Product Line Coordinator (BE)

Basic Function. The Base Operations Support Product Line Coordinator serves as the command's technical authority and Program Manager in matters concerning utilities, plants and systems as well as matters concerning energy engineering and energy management. Acts as the facilities management customer service representative.

Duties, Responsibilities, and Authority

Provides administration and management of the Naval Facilities Engineering Command's Utilities Engineering Programs and Energy Engineering Programs. These programs involve conducting studies, developing plans, and providing technical advice and assistance to major claimants, activity Commanding Officers, Public Works Officers, and other departments of ENGFLDACT MED. The purpose is to assure the provision of adequate, reliable, safe, efficient, and economical utilities at Navy shore stations within the geographic area served by ENGFLDACT MED. Included are all technical and engineering matters and functions concerning the installation, testing, operations, maintenance, repair, replacement, and expansion of mechanical and electrical utility plants, distribution systems, and utility service acquisition.

Provides technical support based on Utility Service Requests (USRs) to effect increases/decreases in power at customer sites, or to establish new delivery points. Prepares cost estimates and conducts technical evaluation of requests for new/revised utility services. Provides technical review of cost proposals by utility contractors/agencies and all technical actions necessary to facilitate award/modification of utility contracts.

Coordinates Engineering Services Requests (ESRs) with LANTNAVFACENGCOM or provides engineering services support to Public Works Departments within the AOR. If a particular talent or expertise is maintained in-house that is needed outside the AOR, support may be provided based on availability.

Acts as facilities management customer service representative with support as needed from LANTNAVFACENGCOM. Provides public works management and engineering consultation within technical manpower parameters.

Organizational Relationships. The Base Operations Support Product Line Coordinator reports to the Component Business Officer.

312 - Field Offices

Our field offices are located at the following locations: Aviano, Italy (Northern Italy); Bahrain; Cairo, Egypt; La Maddalena, Italy; London, England; Naples, Italy (Southern Italy); Rota, Spain; Sigonella, Italy (Sicily); Souda Bay, Greece; and Vicenza, Italy.

The primary function is to provide quality facilities in a timely fashion in order to meet the client's needs in the most cost effective manner.

The field offices are the primary points of contact with the contractor after contract award. The field offices work with the client, designer, contractor, and Headquarters to coordinate the best possible project.

Field offices are responsible for the following aspects of the construction contract administration process: Safety Plan development and implementation, Quality Control Program, Contract Schedule, Development of the Contract File, and Resource Planning to include computers, vehicles, office assets, and utilities accountability.

The field offices provide a total "storefront" of contracting activities to the NAVFACENGCOM clients including, but not limited to, the following capabilities: warranted contracting officers both Administrative (ACO) and Procurement (PCO), Real Estate, Lease-Construct, Quality Assurance, and Technical engineering capability.

Organizational Relationships. Each field office Officer in Charge of Construction (the senior Civil Engineer Corps officer assigned) reports to the Deputy Operations Officer for operational issues and to the CO/XO for Command issues.

ENGFLDACTMEDINST 5400.1C
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CHAPTER 4

GENERAL POLICIES

400 - Purpose and Scope. This Chapter contains policies and guidance concerning the administration of this command.

401 - Classified Material. Personnel handling classified material will ensure that documents are kept in a folder with the classification marking on the outside. Classified materials cannot be left unattended and must be in view of a person with a clearance for that level of information or must be locked in a safe approved for that purpose. Questions concerning classified material and who has access will be directed to the Security Manager (RM1). All personnel having a requirement to store classified material must inform the Security Manager prior to doing so. Under no circumstances will any classified material be stored in command office spaces without the knowledge of the Security Manager.

402 - Commitments on Behalf of Command. No commitments on behalf of the command will be made to individuals, activities, commands, or civilian agencies without the authority of the Commanding Officer.

403 - Forms, Records, and Correspondence, Official. No person shall:

Having possession, custody, or control of official correspondence, forms, or records, knowingly deliver them or divulge their contents to any person not authorized to receive them.

Sell, barter, or trade official correspondence, records, or forms for monetary gain or other considerations.

404 - Government Property. No person shall:

Conceal or fail to report to proper authority the loss, removal, destruction, or damage of government property entrusted to their care or custody.

Remove without proper authority from its regular place of stowage or location, for any purpose whatever, any article of government property including fixtures, fire fighting and first aid equipment, life saving and emergency equipment.

Have in their possession on board this facility any article of government property except as may be necessary for the performance of their duty or as may be authorized by proper authority.

405 - Information, Divulgence of Official. Any person wishing to refer, by means of review or inspection, to any official record, such as their own service record, shall first obtain permission from the Administrative Officer. This will preclude unauthorized disclosures, removal, or alteration of records.

406 - Keys. Code RM1 (Management Assistant) is the Key Control Officer (Headquarters) who shall be responsible for issuing all keys. The Key Control Officer shall keep the necessary records of all keys issues, and shall maintain the key lockers. Duplicate keys for all locks will be kept in the key locker.

407 - Government Telephone Usage. The use of government assets, including the use of Department of Defense telephones are limited to the conduct of official business.

408 - Messages, Release of. Department Heads, Product Line Coordinators, Special Assistants, and the Administrative Officer are authorized to create and release official messages pertaining to their AOR. All messages will be released via the Administrative Officer.

409 - Official Mail, Use of. Official mail is for mailings related exclusively to the official business of the U.S. Government. Official mail will not be used for private use to include shipping personal non-professional items nor will government supplies be used for the preparation of private mail shipments. Official mail includes Military Postal Service, Guard Mail, and couriers employed by the United States Government.

410 - Overseas Tour Length Policy for U. S. Civilian Personnel

Ref: (a) Joint Travel Regulations, Vol. II, Article C4009
(b) Joint Travel Regulations, Vol. II, Article C4357
(www.perdiem.osd.mil/)
(c) DODINST 1400.6 (<http://web7.whs.osd.mil/corres.htm>)

Overseas tour length is determined by the transportation agreement signed by the employee upon acceptance of overseas employment. Based on the above regulations, the command policy on tour length and early release from transportation agreements is established:

a. Overseas tour lengths are up to 36 months depending on the location of the duty station.

b. Employees returning during the first 12 months of their tour length are responsible for all transportation costs to the overseas duty station and return unless a waiver is obtained.

c. Employees returning after 12 months of their tour length but prior to completion of their full tour length, are responsible for return transportation costs unless a waiver is obtained.

d. References (a) and (b) outline provisions for waivers of the reimbursement requirement. Justifiable exceptions include things such as: major medical conditions that cannot be treated overseas, a documented immediate family member crisis requiring an employee's full time presence in the Continental U.S. or limited other documented hardships requiring the immediate return of the employee to the U.S.

e. All requests for early release from transportation agreements (other than employee medical emergencies requiring the Medical Evacuation of the employee) will be forwarded by the employee via their Chain of Command to the Commanding Officer for approval. Approval by the Commanding Officer must be obtained prior to the employee making any commitment or plans to transfer from their current position.

f. Per reference (c), the maximum overseas tour length for U.S. civilian personnel is 5 years. Extensions beyond 5 years must be approved through the Chain of Command to LANTNAVFACENGCOM. Additionally, the Commanding Officer may administratively extend a person for a maximum of 6 months beyond 5 years

on a case-by-case basis. Extension requests should be submitted not earlier than 9 months prior to the end of tour completion date. In either case, extensions will only be granted to ensure contact relief/turnover or to maintain a specified operational requirement. In this situation, the length of extension granted will be right-sized to the specific need and no longer.

g. The Position Management Board will review all early release and tour extension requests beyond 5 years and make recommendations to the Commanding Officer.

h. ENGFLDACT MED will normally request advice from the Human Resources Office before making a decision on the request for release.

This procedure is meant to reinforce employees' awareness of the policies in references (a) and (b) and does not in any way modify or amend those policies.

411 - Pets. No person shall introduce into the office space any animals, birds, reptiles, or fish for any purpose whatever, without permission of the Executive Officer.

412 - Safety. Reference: LANTNAVFACENGCOMINST 5100.17A is the basic safety policy for this command. The following policy exceptions to this directive will be followed throughout ENGFLDACT MED:

- p. 7, delete paragraphs 1.2.1 and 1.2.2 and replace with:
 - 1.2.1 Safety and Health Program Manager (CI5). A staff function assigned to the Construction Product Line Coordinator / ROICC Operations (CI5) with direct reporting to Commanding Officer, as necessary. This individual will be responsible for all safety and health matters relating to contract construction as a full time position. In addition, this individual will provide oversight on the program element for personnel and command facilities.
 - 1.2.2 Safety Design Specialist (CI4). A staff function assigned to the Engineering Product Line Coordinator (CI4). This individual will be responsible for systems safety engineering as a collateral duty to their other design responsibilities.
- Replace all references to Code 09K with Code CI5.
- Replace all references to Code CI52 with Code CI5.
- p. 32, delete 1st sentence in paragraph 3.4.1 and replace with the following:

3.4.1 System Safety Engineer: CI4 shall serve as the Design Representative for Safety/System Safety Engineer.
- p. 34, delete paragraphs 3.4.2, 3.4.4, 3.4.5, 3.4.5.1, 3.4.5.

- p. 65, Replace 1. C with the following:
A staff member of the Resources Management (RM1) is the program coordinator who has overall responsibility for the Hazardous Communications Program

413 - Sexual Harassment

Responsibilities. All military and civilian personnel in the Department of the Navy are responsible to maintain high standards of honesty, integrity, impartiality, and conduct to assure proper performance of business and maintenance of public trust. Sexual harassment violates those standards, especially with regard to principles of equal opportunity.

Definitions. Sexual harassment is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical contact of a sexual nature when:

Submission to or rejection of such conduct, is made either explicitly or implicitly a term or condition of a person's job, pay, or career.

Submission to or rejection of such conduct by a person is used as a basis for career employment decisions affecting that person. Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

Action

All Department Heads, Product Line Coordinators, Special Assistants, and supervisors have the responsibility to provide an environment free of sexual intimidation, hostility, or psychological stress. Although each person is accountable for their own actions, managers are responsible for ensuring that sexual harassment is immediately ceased and any repeat offense immediately reported to higher authority.

Employees have the continuing responsibility to ensure that sexual harassment is not allowed in any work area, and to report any such incidents to their supervisor immediately.

Sexual Harassment Policy. Consistent with U.S. Navy Regulations, it is everyone's responsibility to ensure all ENGFLDACT MED employees are able to work in an environment free from sexual harassment. Sexual harassment is not and will not be tolerated. All cases or suspected incidents of sexual harassment should be reported by the victim to the offender's supervisor, as well as, their immediate supervisor. If the situation continues, military personnel should notify their immediate supervisor, division officer or they may go directly to the Executive Officer. Civilian employees should contact their chain of command, EEO Advisor/Deputy EEO Officer (DSN: 626-5755), the NAVFACENGCOM Inspector General hotline (commercial: (202) 685-9110) or the LANTNAVFACENGCOM Command Evaluation Hotline (commercial: (757) 322-8035/36).

414 - Signing Official Correspondence. The Executive Officer, Department Heads, Product Line Coordinators, Special Assistants, and the Administrative Officer are authorized to sign official correspondence pertaining to their AOR for the Commanding Officer. The words "By direction" shall appear below the signature. The Commanding Officer will sign all official correspondence relating to the mission, efficiency, or policy of the command.

During periods when the Commanding Officer is absent from the command, and normal succession is followed, the word "Acting" shall appear below the signature of the officer temporarily succeeding to command.

In the absence of the Executive Officer, the Resource Management Officer, as the Command's Casualty Assistance Calls Officer, is authorized to sign "By direction" correspondence and messages relating to personnel emergencies occurring outside of normal working hours.

415 - Small Arms, Weapons. No small arms, ammunition, pyrotechnics or other explosive devices or personal weapons shall be brought aboard command facilities.

416 - Standards of Conduct. Military and civilian personnel must observe Standards of Ethical Conduct for Executive Employees (<http://fedlaw.gsa.gov/>) in their dealings with businesses and individuals external to the Department of the Navy. Each instance of conduct must be carefully considered. Each individual must be prepared to account for the manner in which they exercise their judgement. Each individual must likewise ensure the Government supplies, equipment, and personnel are employed only in furtherance of the official purposes of the Navy. Violations of standards will subject the offender to disciplinary action.

417 - Tipping. No person shall accept any money or other compensation from or offer the same to a person on board this facility in return for a service performed in the line of duty, which is their duty to perform, regardless of the circumstances incident to such service.

418 - Tobacco Use Cessation, Prevention, and Education. The Commanding Officer's policy establishes tobacco use prevention/cessation as a command-wide goal. The command environment must genuinely support abstinence and discourage the use of tobacco products, create a healthy working environment, and provide smoker encouragement and professional assistance to stop smoking. It is not the Department of Navy (DON) policy to prohibit tobacco use, but in order to contribute to healthy, safe, unpolluted work and living environments, appropriate restrictions are necessary. A positive educational awareness approach must be conscientiously pursued. Educational material and programs for tobacco use prevention/cessation are available from the U.S. Navy Naval Hospital, Naples, Italy and military medical facilities co-located with ENGFLDACT MED field offices.

Personal example by all in leadership and supervisory positions is vital to the success of this policy. The command encourages the participation of smokers at approved smoking cessation clinics/workshops.

This command shall discourage tobacco use to the maximum extent possible while emphasizing the positive aspects of the DON policy. Tobacco use is prohibited in all working spaces and in government owned/leased vehicles.

419 - Travel Charge Cards, Government Issued. Government issued travel charge cards may be used by the holder to pay for meals, lodging, car rental, and other authorized expenses during periods of official travel, i.e., Temporary Additional Duty (TAD) by military personnel, or Temporary Duty (TDY) by civilian personnel. In emergencies, the travel card may also be used to purchase airline tickets required for official government business only when the Scheduled Airline Ticket Office (SATO) has made the

reservation. Further, they shall be used to obtain authorized travel advances from Automated Teller Machines (ATMs). No other uses are permissible! All personnel registered in the government travel charge card program shall assume personal responsibility to ensure that the charge card is used only for authorized expenses during periods of official travel.

EFA MEDITERRANEAN INTEGRATED PRODUCT TEAM OPERATIONS MANUAL



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Bahrain IPL Leader

RECORD OF CHANGES

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TABLE OF CONTENTS

1.0 Purpose

2.0 Role in the Organization

3.0 Business Planning

3.1 Market Assessment

3.2 Acquisition Strategies

3.3 Resources

4.0 Client and Program Coordination

4.1 Clients

4.2 Liaison Officer

4.3 Determining Client Expectations

4.4 Client Satisfaction

4.5 Product Line Coordinators

4.6 Special Assistants

5.0 IPT Roles/Responsibilities

5.1 The Integrated Product Team Leader

5.2 Project Manager (PM)

5.3 Team Members

5.4 Contracts Team Members

5.5 Resources and Administrative Support

6.0 Product and Service Delivery

6.1 Forming Project Teams

6.2 Field Office (ROICC) Coordination

6.3 Product and Service Delivery

6.4

Client Feedback

6.5 Project Follow-up / Lessons Learned

7.0 Personnel Management

7.1 Community Management

7.2 Performance Evaluations

7.3 Awards

8.0 Communications and Teamwork

8.1 Communications and the Virtual Team

8.2 Team Meetings

8.3

Reporting

APPENDIX A

PLANNING

APPENDIX B

CAPITAL IMPROVEMENTS BUSINESS LINE

APPENDIX C

ENVIRONMENTAL SERVICES

APPENDIX D

BASE OPERATIONS SUPPORT

APPENDIX E

HOUSING

APPENDIX F

REAL ESTATE

APPENDIX G

CONTINGENCY ENGINEERING/MILOPS

APPENDIX H

HOST NATION LIAISON INFORMATION

APPENDIX I

CONTRACTS INFORMATION

INTEGRATED PRODUCT TEAM OPERATIONS

1.0 PURPOSE

EFA Mediterranean is a process driven, client focused, interdependent organization with selected core competencies. Our products and services are delivered through documented processes and are reviewed periodically for efficiency and effectiveness. We rely on a client interface system that provides a single point of contact when needed, and easy access into the organization for our clients. We exist only to serve the client and deliver to them the highest quality product through the fastest, most cost-effective process available. We provide products and services through cross-functional teams who have all the resources and functional personnel necessary to deliver the products and services to meet or exceed client expectations.

The Integrated Product Teams (IPTs) are dedicated to delivering high quality products and services in a timely and cost effective manner to a select number of clients. The IPTs accomplish this through frequent communication between the clients and the Activity Liaison Officers (ALnO) and by keeping processes streamlined and current. The dedication to make facility management work easy for our clients may cause our internal management to be more difficult. Management controls and coordination must evolve to insure that new challenges can be resolved efficiently and effectively. We will use strategic and annual/regional planning to forecast trends of future client needs so we can prepare the acquisition strategy and personnel expertise required to meet or exceed those needs. The IPTs strive to be the provider of choice for their clients.

This MED Integrated Product Team Operations Manual has been prepared as a handbook for all IPT members giving information and guidance on day-to-day production. Specific details for each Business Line, Contracts and Host Nation Liaison are/will be added as appendices. Updates are necessarily anticipated and coordinated manual revisions will be forwarded to the above distribution.

2.0 ROLE IN THE ORGANIZATION

The EFA MED IPTs are responsible for delivering all of the products and services to clients within their respective area footprints or areas of technical responsibilities except for those products and services that are global/regional in nature and overarch more than one IPT's geographic responsibility. We have the duty to assist our clients in the planning, development, design, construction, maintenance, and operation of their facilities. The Operations Officer exercises operational control over the IPT. The Resident Officer in Charge of Contracts (ROICC) / Field Teams are an integral part of the IPT from conception to completion and turnover maintenance and operation of completed facilities. The ROICC reports to the Operations Officer.

3.0 BUSINESS PLANNING

3.1 Market Assessment:

The size of the IPT is shaped through a client needs assessment. The assessment begins with client input from the Liaison Officers and program input from the BLMs/PLL/PLCs. The IPTs will analyze the input to assess theater-wide workload and resources required. EDM/RAP impacts will be in turn assessed and coordinated with EFA Operations as discussed below in **Resources**.

3.2 Acquisition Strategies:

The IPTL is responsible for coordinating Acquisition Strategy for all products and services.

Standard Format to be developed.

Part of the process of delivery of products and services is to strategize delivery and position tools for use by the IPT. Senior Leadership, including the IPTLs, Contracts, and EFA MED Operations coordinate with PLCs/PLLs to develop regional acquisition strategies balanced by client input and preferences provided by the Liaison Officers.

The EFA MED Chief of Contracts is responsible for coordinating all AOR contract needs, capacity, and procurement. All A/E contract announcements (CBD or European) and S/S/S participation will be reviewed / coordinated with the appropriate IPTL, Norfolk Contracts, PLL, and PLC prior to issuance.

Ops will chair a Production Control Board for the purpose of routine review of general IPT production with a disciplined forward look at workload. The PCB will be hosted every 3-4 months - with the exact cycle determined based on Business Line program cycles. Elements of the board discussions include group review of all future MED AOR product and service deliveries, consensus on regional acquisition strategies, agreeing on specific delivery acquisition strategies and reaffirming IPT resources. The PCB meeting will rotate between Norfolk and Naples and has the following standing representatives: OPs/DOPs, IPTLs, respective BLMs/PLLs/PLCs, Contracts Officers and MED Host Nation Liaison Officer.

3.3 Resources:

The IPTL will review and influence the initial EDM (both resident and virtual) to confirm that adequate resources are planned. The IPTL will influence discussions between the MED PLCs and the LANT PLLs to recalibrate the staffing. Should unresolved conflicts occur, EFA Operations will initiate negotiations with EFD BLMs to resolve.

The IPT leader is responsible through the Operations Officer to budget for labor and support for those team members for which he/she exercises administrative control. PLCs are responsible for budgeting, managing, and controlling the annual budget for labor and support of core assets, in close coordination with the IPTLs.

4.0 CLIENT AND PROGRAM COORDINATION

4.1 Clients:

The IPT delivery involves direct communication with clients. Once the Acquisition strategy is initiated the team members routinely adjust / adapt through this communication.

4.2 Liaison Officer (LnO): The LnOs are client connections to the IPTs and are communication and coordination facilitators before, during and after deliveries.

The Claimant Liaison Officer is the single point of accountability for quality and service to our claimant clients for the IPTs, while facilitating business lines and business line development, execution, and delivery to the client claimant. The EFA MED CLnO will meet clients routinely to influence conceptual development of MILCON 1391's, Special Projects, Integrated Priority Lists,

etc....predecessor actions before IPT production efforts are started.

The Activity Liaison Officers (ALnOs) are dedicated to base activity clients and are key to the client interface process as horizontal connections to the IPTs. The ALnOs monitor progress of various key production efforts of the IPTs as internal feedback loops within the IPT. The IPT would use that info to course correct or validate on target deliveries. The IPT can expect the ALnOs to advocate for the clients for all products and services and lead the clients to identify requirements, identify product options, determine available funding sources, and define schedule expectations/limitations. The relationship between the ALnO, the client, and the IPT should be one where the actual delivery is sorted out with client intelligence from the ALnO, ultimately delivered by the IPT at expected quality, cost, and schedule....validated by the ALnO to the IPT to affect process changes for all future deliveries. Additional information regarding the Liaison Officer concept can be found in the NAVFAC Atlantic Concept of Operations.

4.3 Determining Client Expectations:

ALnOs (as lead) with selected IPT members are responsible to get with the client during the initial development stages of a project to define expectations and agree on level of quality, timeliness, cost, and accessibility. A request for services is received from a client, through a self initiated Client Request and Evaluation Form (CREF) through the EFA MED Web Site or prepared by the person that receives the work from the client if not the ALnO. Clear written definition up front minimizes false starts or missed production efforts that increase product costs. During the project production/delivery prompted by client personnel change or differing situations, the Project Manager (PM) and the ALnO will sit down with the client to re-establish expectations.

4.4 Client Satisfaction:

By working exclusively with a specified number of clients at a designated geographic AOR, the IPT will become increasingly effective at meeting expectations and maximizing client satisfaction.

4.5 Product Line Coordinators (PLC):

The PLC's role in Client and Program Coordination is in direct support to the team. The PLC is responsible to monitor, evaluate and improve the production processes being used by the IPT. PLCs shall also ensure that clients are accounted for and programs are in focus, and that the best in class production systems are in place to facilitate the future deliveries. The Product Line Leader (PLL) serves a complimentary role at the division level for a division-wide perspective.

4.6 Special Assistants:

Naples resident Special Assistants are available for Legal issues, Mixed Commission approvals, Host Nation Coordination, and Appraisals, and are considered full and accountable production elements of the IPT.

5.0 IPT ROLES AND RESPONSIBILITIES

The Integrated Product Team is a geographically based execution team that has the clear responsibility and accountability to deliver products and services to the clients in that AOR. The members of the IPTs are either resident (in Naples or at one of the ROICCs) or virtual (located

currently in Norfolk and Philadelphia); and will participate on deliveries in either a part-time or full-time basis.

5.1 Integrated Product Team Leader (IPTL):

The IPT Leader (IPTL) exercises operational control over IPT members and reports directly to the Deputy Operations Officer. The IPTL is responsible for the Team performance and expected deliveries through deliberate vertical and horizontal integration of all assigned work production of the IPT. The IPTL is expected to positively contribute to balancing resources and workload, assembling acquisition strategy information, monitoring team metrics, applying consistent use of Management Information Systems, and ensuring positive team morale.

5.2 Project Manager (PM):

The PM is the person most qualified to lead a project. The asset can be drawn from anywhere in the NAVFAC Corporation. The project could be planning; design; construction; real estate; environmental compliance; environmental planning; utilities; etc.

While the ALnO is the client's initial POC to get work into the Command, the PMs are the POCs for project specific information during production. The PM is required to integrate and interact with other members of the team and organization as necessary to execute a project. On a project's life span, there must be continuous coordination with several areas of expertise. The PM must ensure a smooth and orderly integration from one phase or area to the other. The responsibilities of the PM require a broad technical background; knowledge of general business practices and general contractual vehicles; legal constraints; and good leadership and people skills.

The PM exercises control of a project by monitoring performance against schedules and budgets from beginning to end and insuring that the project stays on schedule and within budget. The PM, in most cases, will not perform all the tasks themselves; however, they are responsible for insuring that they are accomplished. The PM responsibility begins upon receipt of a project assignment originating from a CREF or from some other source or authorization and ends when the project/task is completed and/or closed out.

The PM recommends the proper contractual vehicle or in-house source to accomplish the project to meet the client's expectations. In managing the project, the PM must always be aware of the type of project, funding source, schedule budget, and any constraints. Type of project and funding source is extremely important to avoid exceeding any statutory limits for scope and funding.

Where extensive workload at one installation needs enhanced integration and coordination, the products and services deliveries will be coordinated by a Senior Project Manager.

Senior Project Managers perform three functions in their role: 1) assist the IPTL in workload assignments, distribution, management, monitoring of workload, and feedback on individual performance; 2) provide specific expertise and mentoring of the team members; and 3) oversee the execution of all Product and Service deliveries for the installation. The responsibilities include production integration and monitoring, execution, insuring product quality, database oversight, and insuring coordination with the ALnOs. Senior PMs function on behalf of the IPTL.

5.3 Team Members:

The concept of the Integrated Product Team is that one multi-functional integrated team accomplishes all

work items. EFA MED, as a forward-deployed arm of Atlantic Division, will rely heavily on part time members, both in theater (resident) and from other locations within the corporation (virtual). The part-time member acts as a member of the IPT for completion of the required work. Part-time and full-time members (resident or virtual) are OPCON to the IPTL; ADCON remains with the designated supervisor. Close coordination between the IPTL and the PLL/PLC will be required to insure that priorities are established and all members provide the support required by the Project Team.

The participation of virtual (non-resident) assets will be key to EFA MED Team structure. As a forward deployed arm of Atlantic Division, EFA MED is interdependent and resourced with the majority of production assets located in Norfolk in the Atlantic core. The heavy dependence of virtual assets within the team is unique to EFA MED and will require special coordination and communication efforts. Periodic Production Control Board Meetings will be established to maintain workload balance within the EFD. In addition, projects which are initiated out of cycle with the meetings will require coordination between the IPTLs, PLCs/PLLs, BLMs and the Operations Officers of the EFA and EFD to insure that project execution teams are adequately staffed.

5.4 *Contracts Team Members:*

The team contract specialists have the ability to accomplish the majority of the execution for the team. With Contract Specialists on the IPT, all A-E, Construction, Service, etc., contract actions are awarded within the team or in vertical coordination with the ROICC. By being on the same team, partnering between the technical members and Contract Specialists is easily accomplished. The Contract Specialists are involved at the beginning of the procurement process and participate in the acquisition strategy and establishment of the project milestones

The Contract Specialists support the product lines by providing the following functions as IPT members: award all contract actions, participate in the Project Specific Acquisition Strategy Meetings, provide contractual guidance to the team members; perform contract pre-award / post-award actions.

5.5 *Resources and Administrative Support:*

Business support for the MED IPTs will be obtained from staff outside the IPT. Business support includes administrative (travel coordination, training support, etc.), Information Technology Support (software and hardware) and Budget and Accounting.

The Program Analyst and Management Analysts (PA/MA) support is provided through an individual assigned part time to the IPTL. The PA/MA could be virtual or resident. The Program and Management Analysts are responsible for various financial responsibilities.

6.0 PRODUCT AND SERVICE DELIVERY

6.1 *Forming Project Teams:*

The IPTL is responsible for ensuring that an appropriate PM has been assigned for the project, but will rely upon assistance from Senior PMs, Product Line Coordinators, and ALnOs. Project team formation for anticipated projects will be initially discussed during Production Control Board Meetings. For out-of-cycle projects, a proposed integrated team composition will be developed by the IPTL fully coordinated with Operations, Contracts, and the PLLs/PLCs.

The project team meets with the client, reviews the client's expectations, and performs a site visit, if necessary. The project team assesses

execution alternatives (acquisition strategy), special support needs, project schedule, and project finances. The project team works directly with the ALnO and the Client to define the requirements, finalize the execution and financing plans, establish reporting requirements, and set the project goals. The project goals and client expectations are documented using the CREF, which will be used by the ALnO and the client at the completion of the work to evaluate the project team's performance.

Once team participation has been established changes in resident or virtual team member participation are to be coordinated with the respective IPTLs/PMs.

6.2 *Field Office (ROICC) Coordination:*

Field Offices are multi-functional, forward deployed at the client locations and right sized to execute continual, predictable, and routine client requests. The Field Office is a vertically integrated part of the IPT.

When a project is initiated at HQ, the PM is responsible to contact the ROICC for assignment of a AROICC/AREICC. That AROICC/AREICC, as a member of the team, is involved during all phases and is fully integrated into the decisions so he/she has a better understanding of the project and the client's requirements. The ultimate goal is reached when the AROICC/AREICC and the rest of the IPT members' actions are complementary and are completely integrated for the most effective delivery.

Field Offices are responsible for the execution of all projects locally generated or assigned to their office, maintaining client and project team relationships during the field administration phase, and for the complete satisfaction of the client they serve. Physically located closest to the client, they must provide the project teams feedback and knowledge gained from previous deliveries.

6.3 *Product and Service Delivery:*

Delivery of a Product or Service starts with the beginning coordination meetings and understanding of the client requirements. For complex projects, IPTs are responsible to investigate / initiate discussions / meetings to pull together the base level, user and client representatives to ensure that the full immediate use of the facility is a success upon delivery. The discussions/meetings should prompt actions to cover requirements not included in the NAVFAC product delivery. IPTs are responsible to identify any follow-on maintenance, training, warranty, or other service contracts in support of the project.

6.4 *Client Feedback:*

The team and ALnO meet with the client to fill out the post-delivery part of the CREF form. During the meeting, the team, the client, and the ALnO discuss performance issues. Any issues identified, or global concerns, are taken to the appropriate IPTL or PLC to discuss, prioritize and make process or system improvements. The BLM/PLL/PLCs are jointly responsible for responding to the feedback with either validation of current practices or actions to adjust whatever is necessary to affect improvement.

6.5 *Project Follow-up/Lessons Learned:*

ALnOs have the responsibility to periodically follow-up with clients. The ALnO's are responsible to ensure Post Delivery Surveys are activated. Problem areas are identified to ensure immediate resolution pending funding. ALnOs shall work with the management team to ensure long range solutions are determined and recovery strategies are put in place. Lessons learned on critical items will be reviewed by IPTLs/PLCs with solutions outlined for distribution across all IPTs.

7.0 PERSONNEL MANAGEMENT:

7.1 Community Management

The Community Manager (CM) is responsible to ensure that the IPTs deliver the highest quality Products and Services. The CMs are charged with keeping a constant forward look at client directions and preferences to ensure that IPT member skills are advanced enough to deliver the future expectations. For resident IPT members outside the Product Line, the IPTL will be responsible for Community Management. In most cases the CM will be the PLC.

IPTLs are responsible to work with PLCs/PLLs to insure that each team member has an IDP, which includes: core courses, developmental and team courses, and mentoring required for employee growth. The process of core competency maintenance starts with a periodic skill assessment of personnel. All supervisors are responsible to insure that individual assessments are conducted and this information is used to develop Individual Development Plans.

7.2 Performance Evaluations:

The Alternative Performance Appraisal System (APAS) guidelines will be followed. IPT support will be addressed in the Critical Elements and appropriate Optional Assignments in the APAS for all members. Input for the APAS evaluation may also be solicited from clients, ALnOs, and others who have had dealings with the employee throughout the rating period. The IPTLs assure proper coordination with other leaders during the APAS process to assure that: 1) each team member is clear on their execution responsibilities and 2) each team member knows which action items they must accomplish each year to support the Command's annual plan. IPTLs provide input to the Contracts Department on all contracts personnel on the IPT, provide the Operations Officer input on ALnO's performance, and provide input to the PLC/PLLs on the performance of all team members.

7.3 Awards:

Awards should be primarily focused to acknowledge the superior efforts of teams. Awards should be issued at the completion of the significant effort. The IPTL will ensure appropriate recognition for all team members (resident and virtual) through coordination with appropriate Payroll Managers. Teams will be evaluated on various factors, including success on specific projects, coordination with clients, working with field or site personnel, and process improvement participation.

8.0 COMMUNICATIONS AND TEAMWORK

8.1 Communications and the Virtual Team:

Effective communications are key to the success of the team. Devices will need to be developed to insure awareness of all team members of specific project status, initiatives, issues, and even planned absences. Current methods of communication include team e-mail, conference calls, AMS, and video teleconferencing (VTC). Additional devices include real time CREF software, enhanced project management software, effective metrics, and other report generating software to assess team performance.

On-site presence of team members is necessary and will be planned for project, program and community management. Events that require travel shall be identified and coordinated with the appropriate supervisor.

8.2 Team Meetings:

Team meetings are an essential part of the teambuilding process and should utilize all available means to facilitate that process (VTC, emails, conference calls, internet chatrooms, etc). Some of the purposes of team meetings include project specific issues, execution review, admin and personnel, financial status, client project status and ALnO issue meetings. Conducting an efficient and effective meeting is key to maximizing the time of the participants. Team meetings should be planned well in advance and have

published agendas to insure their effectiveness. Monthly IPT calendars are normally published which list the significant meetings coming up.

8.3 Reporting:

Reporting on the delivery of Products and Services by the IPT consists of the following:

FIS – General description, purpose and responsible persons for reporting data to be added.

Acquisition Management System (AMS) – Each project is logged into this tracking/management system for the purpose of real time recording of PM management of project or service deliveries and extraction / viewing of project information by ALCON. The PM is responsible for maintaining the project AMS record.

Monthly Execution Meetings – Held each month and scheduled 1 year in advance. The purpose of the meeting is to review general information for “on track” projects and specific information on projects chosen by any of the participants due to schedule, scope, funding or quality issues. The projects reviewed are normally selected high interest projects by OPs or the IPTL. The reviews will be ordered by IPT, chaired by the IPTL with the appropriate PMs and attendees include OPs and appropriate Business/Product Line representatives.

Routine Execution Data Calls – Includes Quarterly Letter to the Chief (MED Admin Officer prepares and coordinates input from OPs, IPTLs, PMs, and appropriate staff members) , Monthly Execution Brief to LANT 09/00(CIBL MILCON Program Analyst prepares and coordinates input from OPs and IPTLs).

Random Execution Data Calls – Execution data calls originating from any source will be directed to OPs for appropriate coordination and IPTLs to initiate parallel action.

APPENDIX A

PLANNING

APPENDIX B

CAPITAL IMPROVEMENTS BUSINESS LINE

Key MCON Projects Milestones for Effective Deliveries:

October/November: 1391 Plus MCON project team meetings held at activities, coordinated client meeting will be held at this time to discuss ALL facility programs/projects for the execution year +two and three.

January/February: PCEs prepared for submission in early March for year + two.

April/May: Shore Facilities Programming Board is concluded; annual MCON Workload board meets based on the results and goes over the upcoming design program.

May/June: Approximate design authorization date.

After annual MCON Workload Board meeting, CLnO meets with CNE and other major clients to discuss program and discuss global issues regarding upcoming work and funding issues.

Acquisition Strategy

Acquisition Strategies will be decided in the Production Control Board Meetings. For Out-of-Cycle projects, the Acquisition Strategy determination will be made during the regularly scheduled execution meetings. The Production Control Board hosted by MED Operations will be scheduled with the CIBL to ensure optimum coincidence with the MILCON cycle events. A yearly schedule will be published with a standing list of attendees.

Production location determination will be one of the Production Control Board decisions as part of the Acquisition Strategy.

Project Design Execution

Architect/Engineer Contract Administration/Integration: (process improvement required) Draft Appendix A, Scope of Work, will be developed by the PM and reviewed by the appropriate team members prior to issuance to the A/E. All design efforts in theater will include local criteria, construction materials/methods, and host nation submittal requirements. The ROICC will provide input to insure field investigation and PCAS services are indicated in the Appendix A.) PCAS services will be negotiated as priced options at the time of final design negotiations including, accommodation for the A/E to attend the Pre-Construction conference.

LANT Core Project Manager Supervisor:

The supervisor of the virtual CIBL PMs executes a role of MED AOR production advisor. In this role he/she offers requested council to the PMs or other team members on issues/decisions that affect product and service deliveries. On an as needed basis the production advisor acts on behalf of the respective IPTL to allow for continuous forward production progress. To affect this role the supervisor will have standing participation in theatre work reviews, PCB mtgs, etc.

LANT Core NATO Manager

For product or services supported with NATO funds the detail shape of the project and complete acquisition strategy requires coordination with the NAVFAC NATO Manager. This coordination will normally occur as part of the quarterly Production Control Board mtgs. The NATO Manager is in the Atlantic Division core resident in Norfolk.

Norfolk generated contracts: (**process improvements required**) The Norfolk CS is responsible to provide copies of all contract documentation (basic award, change orders, and all official correspondence will be provided to Naples Contracts.

Upon PM release of the Authority to Advertise memo, the Norfolk CS will pass ACO authority to Naples CS.

If modifications are necessary during the PCAS phase, Naples Contracts will issue modifications using the "A" designator and will provide copies of all documentation to Norfolk Contracts.

Naples generated contracts: (process improvement required) The Naples CS is responsible to provide copies of ALL contract documentation (basic award, change orders, and ALL official correspondence will be provided to the PM).

A/E Invoices: (**process improvement required**) All contract actions and invoices must include a detailed fee breakdown and list of all priced options. Invoices must include a sufficient level of detail / back-up documentation to allow review and verification of services rendered.

Invoices without sufficient detail will be returned with a recommendation for non-payment. Design invoices received by Naples or Norfolk contracts will be forwarded to the PM for certification of the related services. PCAS invoices received by Naples or Norfolk contracts will be forwarded to the AROICC/AREICC for certification of the related services.

A/E Ratings: The AIC/EIC prepares and coordinates the A/E rating upon completion of design. The final design rating will be included in the design release package. During construction, the AROICC/AREICC is responsible to prepare periodic interim and final A/E ratings and forward to the appropriate Contracts office.

Design Administration/Integration

MILCON Design Administration: The Capital Improvements BLM coordinates with NAVFAC on all program matters/status, and provides Program Status Reports to 00 and the Board of Directors. The BLM MILCON Program Manager receives the Design Authorizations (DA) for MILCON work, regardless of production location. MILCON Design Funds will be accepted and administered by EFA MED AOR assigned PA's in Norfolk. The Norfolk PAs will request a construction contract number from

the Naples PA, load funding into FIS and load the project into AMS. Naples PA will establish a local JON at this time. MILCON Program Manager will forward copies of the design authorization and appropriate project documentation to the MED Ops and the respective IPTL.

Design and pre-award schedules will be proposed by the PM and coordinated with the IPTL/MED Operations Officer prior to design start.

Variance Memos will be prepared by the Design PM and forwarded via Naples Ops to CIBL MILCON Program Manager.

Non-MILCON Design Administration: The DAs should be forwarded to the IPTL to initiate Acquisition Strategy discussions. Design Funds will be accepted and administered at the production location. The PA at the production location will request a construction contract number from the Naples PA, load funding into FIS and load the project into AMS. Copies of all project documentation will be provided to the PM.

Design and pre-award schedules will be proposed by the PM and coordinated with the IPTL/MED Operations Officer prior to design start.

Advance Notification of Site Visits / Field Investigation: (process improvement required) The PM will notify the AROICC/AREICC no less than two weeks in advance of an A/E site visit to an Activity. The AROICC/AREICC will coordinate with local personnel and facilitate necessary base passes.

Design Submittals:

If production is accomplished in Norfolk:

Naples will conduct reviews for 1) Host Country code compliance, and 2) Contracts input. Two copies of each design submittal will be provided to the PLC directly from the A/E design firm. The PM will follow-up A/E submittals with correspondence indicating the Norfolk point of contact and due date for comments. The PLC will coordinate the review and forward comments to the PM by the requested due date. Responses to comments will be provided with subsequent submittals. Design review meetings will be coordinated by the PM.

If production is accomplished in Naples:

Norfolk will conduct reviews for 1) Life Safety (Structural/Seismic and Elevators) and 2) additional discipline reviews as agreed when the team was established. Sufficient copies of each design submittal will be provided to the PLL review coordinator (currently 04A1) directly from the A/E design firm. The PM will follow-up A/E submittal with correspondence indicating the Naples point of contact and due date for comments. The PLL review coordinator will coordinate the review and forward comments to the PM by the requested due date. Responses to comments will be provided with subsequent submittals. Design review meetings will be coordinated by the PM.

Value Engineering: The PM is responsible for coordination with the Norfolk VE Coordinator for all projects with a construction value over \$1M. Norfolk VE Coordinator will determine the appropriate level of VE.

Host Nation Liaison / Italian Mixed Commission Approvals: Naples Host Nation Liaison Office is responsible for managing the Mixed Commission approvals of Italy located projects. All Acquisition Strategies shall allow for appropriate process time. Refer to the Mixed

Construction Considerations during Design/Construction Preaward

ROICC Reviews: One copy of each design submittal will be provided to the AROICC/AREICC directly from the designer. The PM will follow-up on A/E submittal with correspondence indicating POC and due date for comments. The AROICC/AREICC will coordinate the constructability review and forward comments to the PM by the requested due date. Responses to comments, with annotated actions to be taken on the comments will be provided with subsequent submittals. Design review meetings will be coordinated with the AROICC/AREICC.

LANTDIV Construction Office (Norfolk): Submit one 1/2 size pre-final, final, and as awarded plans and specifications for all Military Construction/NATO or other large and/or technically complex projects.

OMSI/Facilities Support: The PM and Base Ops Support PLC will ensure OMSI and maintenance support services are marketed to clients prior to A/E contract award. OMSI and Facilities Support will be negotiated as priced options at the time final design is negotiated with the effort to be completed as a PCAS item. OMSI and Facilities Support information is generally produced by the designer of record. Specific IQ contracts are available if the designer of record does not have this expertise. For Design/Build contracts, the construction contractor's A/E produces the information. Specific requirements will be included in the specifications during the design production effort.

Interior Design/Collateral Equipment: The PM and Collateral Equipment Specialist will ensure that services are discussed with clients prior to A/E contract award. Comprehensive Interior Design will be negotiated as a priced option at the time of final design. Collateral Equipment Procurement assistance is available to clients from the Norfolk CE coordinator on a reimbursable basis.

Specifications: The designer will provide Division 1 through 16 technical specification sections. The CS will prepare all Division 00 specifications required for advertisement and obtain legal sufficiency review from Naples Council. Since the CS is a part of the team and involved throughout design, coordination of J&As and D&Fs shall be identified and prepared by the PM early so as to not impact the project schedule.

Design Release: (**process improvement required**...printing/distribution to ROICCs) Regardless of the production source, the design release package to be provided by transmittal to the PM for coordination with the CS will include the following:

(For station awarded projects, the transmittal is forwarded directly to the station CS with the exception of Italian Code Compliance which is forwarded in all cases to Naples Mixed Commission).

CDROM with final signed and stamped drawings (PDF format)

CDROM with final specifications Divisions 1-16 (PDF format)

List indicating government distribution of construction contract documents

Hard Copy of official "Final" cost estimate

Copy of WBS level 3 version of the cost estimate - quantities only - on disk

Project Information Form (advance copy provided at the time of A/E final submittal)

A/E final rating for design and ACO transfer mod to A/E contract
Italian Code Compliance and Structural Certification

Major Claimant validation provided via AMS (if applicable).

Final Signed and Stamped drawings will be retained at the production location.

Source Selection: The CS is responsible for preparing Source Selection Plans (SSP). Draft SSP and board membership will be reviewed by the ROICC, the PM, and Naples Contracts. Applicable portions of the SSP will be included in Division 00 by the CS.

ICB: In general, all ICB procurements will be accomplished by the team CS located in Naples. Project scheduling entered into the PASS and into AMS will reflect ICB timelines, including target date for issuing Letters to Embassies (process improvement required).

Distribution of Construction Contract Documents: Distribution of CD-ROMs and hard-copy Plans and Specs: Number of sets required will be provided by the PM with the design release. In general, only CD-ROMs will be distributed, with the exception of the ROICC. ROICC will advise number of full and half-size sets required to the PM

For projects in Italy, two half size sets of the solicitation are to be submitted directly to Naples Mixed Commission for forwarding to the Italian Side of the Mixed Commission. This requirement, as well as any differing requirement for other Host Nations, will be indicated by the PM in the design release list.

Amendments will be distributed by the CS to the same list as the Construction Contract Documents distribution.

Pre-Bid Inquiries: The CS will forward all PBIs to the PM for transmittal to the designer of record. Turnaround for responses to the CS is three working days.

Construction Award and Administration: The Naples PM is responsible for preparing the Authorized Current Working Estimate (ACWE) assignment for MILCON projects after bid opening or after selection approval (Source Selection).

The ACWE is then chopped through the IPTL, MED Operations and the EFD PA and passed to CIBL MILCON Program Manager for approval/provision of funds. The PM will provide copy of the bid breakdown to the PLL/PLC as well as to the Norfolk Cost estimator. The PM is responsible for management of construction funds within the ACWE amount, in or out of scope determinations, and initiating all reprogramming/escalation requests.

Reprogramming requests will be prepared by the Naples PM and sent directly to CIBLM, with a copy provided to the Norfolk PA.

Escalation requests will be prepared by the Naples PM and sent directly to CIBL MILCON Program Manager, with a copy provided to the Norfolk PA.

Upon award of the construction contract, the construction CS will insure that 1) PCAS services have been awarded. Target for PCAS award is ten working days after construction contract award.

For Design Build projects the Project Manager of the design will be identified when the Acquisition Strategy is established.

Upon completion of construction, the AROICC/AREICC will forward Contractor redlined plans and revised specifications to the design production office for preparation of record drawings. Record drawings on CD ROM will be forwarded by the design production office to the activity with a copy to the AROICC/AREICC and the PM.

The AROICC/AREICC is responsible for prompt closeout of construction contracts. The PM will be notified when the construction contract is closed out so that financial closeout can begin. The Naples CS is responsible for prompt closeout of Naples initiated design contracts as well as ACO portions of Norfolk initiated design contracts.

ROICC Operations

ROICC Support

EFA MED ROICC Operations will be responsible for ROICC office resource management, staffing, and logistic support within the MED AOR. However, LANTDIV Construction PLL will act as EFA MED's representative on boards for development of software support and other resource initiatives. In case of extraordinary circumstances and unplanned events which result in staffing shortfalls, the PLL will assist in finding extended TAD/TDY assistance from the NAVFAC pool of resources as needed. Construction policy will be issued by the PLL with review by the PLC.

PLL will participate in Field Office Assist Visits (management assist visits) as requested.

Title II planning and budget identification/execution are the PLC responsibility.

Technical Assistance (Visits)

PLL provides technical assistance in all specialties as needed during construction and for systems commissioning to include HVAC/TABs assistance, boiler inspections and certifications, power systems, technical trouble shooting, etc..

PLL provides submittal/RFI review assistance in the case of conflict between construction contractor and A/E. (Recognize A/E is first technical POC, but in case of conflict, request additional assistance)

LANTDIV provides support on sources of availability for equipment CONUS or evaluation of acceptable European Union substitutes. (Issues like ASME certified boilers etc.)

Safety

In the absence of a qualified confined space manager or asbestos/lead program manager at EFA MED, LANTDIV will provide program oversight and serve as EFA MED's command program manager.

Construction safety is the responsibility of EFA MED. Safety support and training will be provided by LANTDIV in the absence of a qualified trainer at EFA MED.

LANTDIV will provide specialized safety support in case of unusual construction processes. LANTDIV shall be available for assistance or lead on mishap investigation in case of serious mishap as requested.

Construction Quality Assurance

EFA MED will provide oversight of the CQC program

EFA MED CQC plans will be accepted at the field level. Assistance will be provided by EFA MED Headquarters as needed with backup from LANTDIV.

Constructability Reviews

Design EIC for projects will ensure adequate (2 weeks) opportunity for the ROICC and LANTDIV Construction to provide constructability review comments

Training

LANTDIV will provide assistance in obtaining training for technically specific areas for which there is NAVFAC in-house expertise (scheduling , Construction QV etc.)

Partnering

LANTDIV will provide facilitators (In-house or Contract support) for partnering sessions between ROICCs/Contractor. FIS/WIP

Provide technical support, guidance and training for entering WIP figures into FIS. For those offices with limited input capability and/or connectivity problems, LANTDIV will input WIP figures into FIS based on FAX/e-mail input.

APPENDIX C
ENVIRONMENTAL SERVICES

APPENDIX D
BASE OPERATIONS SUPPORT

APPENDIX E
HOUSING

APPENDIX F
REAL ESTATE

APPENDIX G
CONTINGENCY ENGINEERING/MILOPS

APPENDIX H
HOST NATION LIAISON INFORMATION

APPENDIX I
CONTRACTS INFORMATION